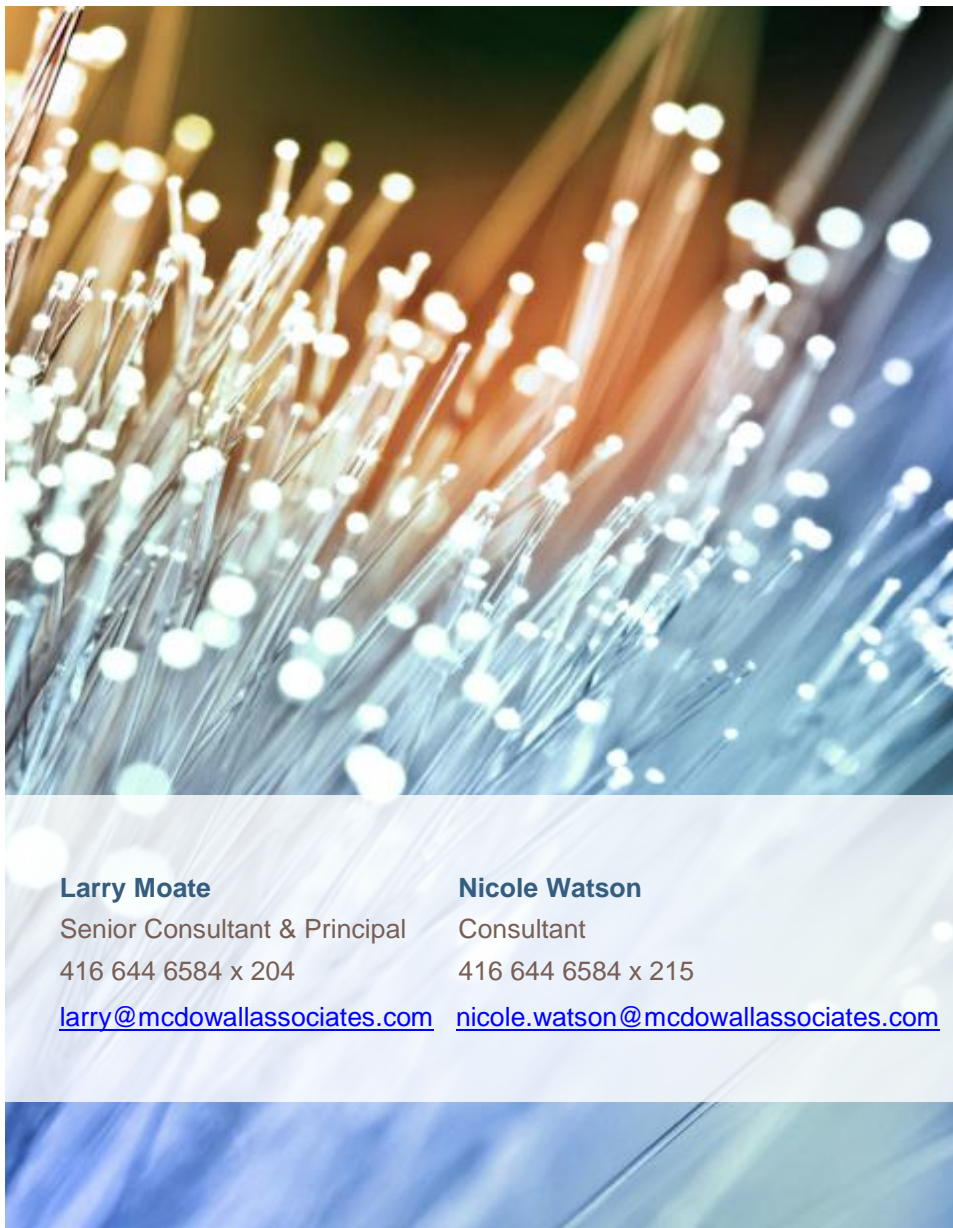


2012 Public Sector / Not-for-Profit Salary Planning Survey



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Executive Summary

McDowall Associates is pleased to present the results of the third annual 2012 Public Sector/Not-for-Profit Salary Planning Survey. A total of 67 participants representing a diverse range of organizations responded to the survey providing data on current and expected base salary and salary range adjustments. As with last year's survey results, we have summarized the findings separately for union and non-union positions and for a range of job levels. Due to the robust sample size we have provided two additional cuts this year, one for municipal organizations and one for not-for-profits. Information relating to pay equity compliance was collected for the first time this year providing insight into the types of pay equity related initiatives employers are conducting.

Highlights

- For the second year in a row, overall average actual base salary and salary range increases are expected to be lower in the coming year compared to the current year
- Overall, non-unionized employees' average current and projected base salary increases and average current salary range increases are higher compared to unionized employees, while the reverse is true for average projected salary range increases
- 17% of participating organizations reported a current salary freeze for 2012 and 17% reported an expected salary freeze for 2013, the projected freeze is anticipated to be applicable to all levels in half of these organizations, with the freeze impacts certain levels only in the other half
- Average overall planned Base Salary increases for 2013 are projected to be:
 - Non-Union Employees: 2.35% (compared to 2.65% in 2012) (excluding zeros)
 - Union Employees: 2.09% (compared to 2.36% in 2012) (excluding zeros)
- Average overall planned Salary Range adjustments for 2013 are projected to be:
 - Non-Union Employees: 2.06% (compared to 2.45% in 2012) (excluding zeros)
 - Union Employees: 2.21% (compared to 2.42% in 2012) (excluding zeros)
- 30% of responding organizations reported that they have posted a new pay equity plan, updated an existing plan or responded to a pay equity complaint over the past year

Participant List*

Brampton Library	Ontario March of Dimes
Canadian Breast Cancer Foundation	Pathways to Education
Centre for Addiction and Mental Health	Ryerson University
Children's Aid Society of Toronto	Shared Support Services Southeastern Ontario
City of Burlington	SickKids Foundation
City of Guelph	The Corporation of the Municipality of Brighton
City of Kitchener	The Hincks-Dellcrest Treatment Centre
City of Mississauga	The Kidney Foundation of Canada
City of Peterborough	The Otonabee Region Conservation Authority
City of Timmins	The Princess Margaret Hospital Foundation
CNIB	Touchstone Youth Centre
Conservation Ontario	Town of Espanola
Corp. of the Town of St. Marys	Town of Fort Erie
Corp. of the Township of Alfred and Plantagenet	Town of Gravenhurst
County of Dufferin	Town of Innisfil
County of Middlesex	Town of Marathon
Covenant House Toronto	Town of Richmond Hill
District Municipality of Muskoka	Town of The Blue Mountains
Easter Seals Ontario	Township of Blandford-Blenheim
Elgin-St. Thomas Public Health	Township of Central Frontenac
Grey Bruce Public Health	Township of Georgian Bay
Griffin Centre	Township of Gillies
John Howard Society of Niagara	Township of Guelph/Eramosa
Juvenile Diabetes Research Foundation Canada	Township of Hilliard
Links2Care	Township of Mulmur
Municipality of Central Manitoulin	Township of Seguin
Municipality of Middlesex Centre	Township of South Frontenac
Municipality of Port Hope	Turning Point Youth Services
Municipality of South Huron	University of Toronto
New Visions Toronto	Vaughan Public Libraries
Nipissing District Housing Corporation	YMCA of Greater Toronto
	York Catholic District School Board

*excludes 4 organizations that requested not to be disclosed

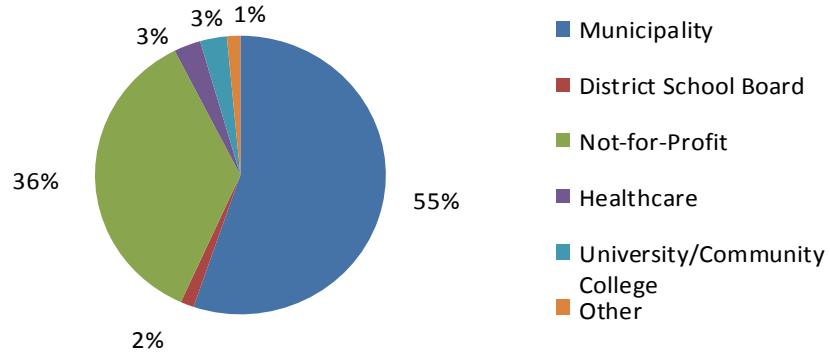
McDowall Associates would like to thank each participant for their participation in this study.

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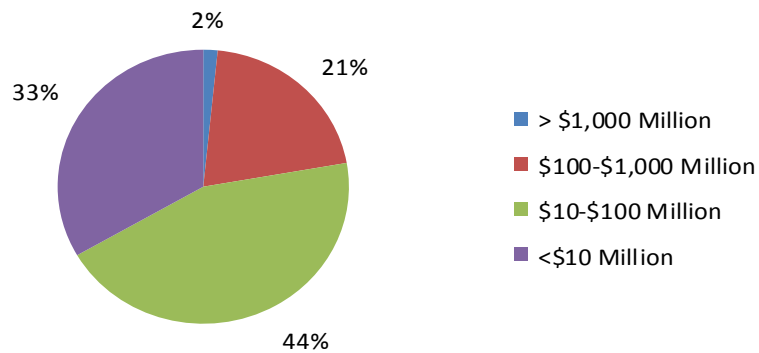
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Exhibit 1 - Profile of Survey Participants

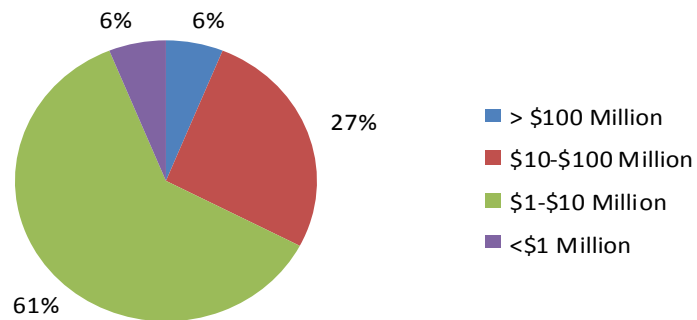
Organization Type



Annual Operating Budget



Annual Payroll



Number of Employees (excluding Zeros)

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Union - Full-Time	577	18	39	74	353	1479
Non-Union - Full-Time	232	11	18	47	150	476
Union - Part-Time	166	2	8	44	150	274
Non-Union - Part-Time	196	2	5	26	76	583

Exhibit 2 – Pay Equity Compliance

Survey participants were asked to identify which, if any, pay equity compliance related activities have occurred in their organizations in the past twelve months. 30% of respondents undertook at least one pay equity related initiative. The graph below summarizes the results:

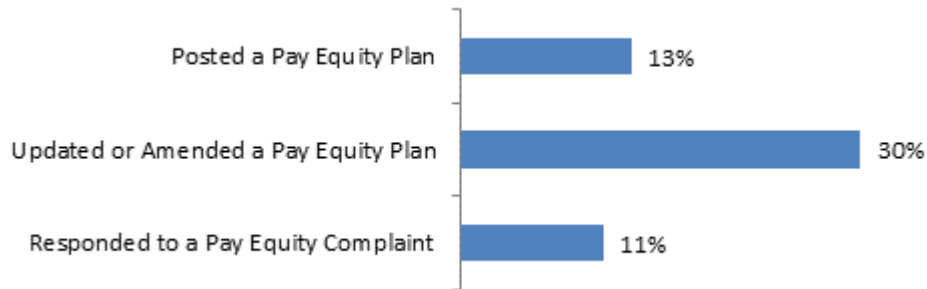
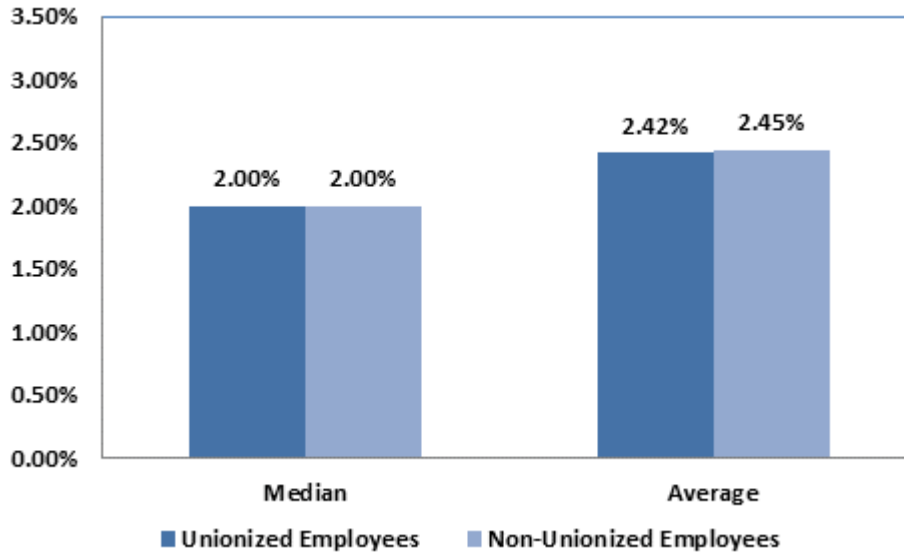


Exhibit 3 – Actual 2012 Salary Range Increases*

All Organizations



All Organizations: Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.27%	1.50%	1.83%	2.25%	2.88%	3.02%
Administration / Clerical	2.29%	1.20%	1.70%	2.00%	3.00%	3.31%
Professional / Technical	2.60%	1.15%	1.59%	2.00%	2.38%	3.00%
Overall	2.42%	1.25%	1.71%	2.00%	2.63%	3.25%

All Organizations: Non-Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.27%	1.83%	2.00%	2.00%	2.86%	3.00%
Administration / Clerical	2.43%	2.00%	2.00%	2.00%	2.90%	3.32%
Professional / Technical	2.31%	1.93%	2.00%	2.00%	2.50%	3.00%
Management	2.39%	2.00%	2.00%	2.00%	2.90%	3.02%
Senior Management / Executive	2.48%	2.00%	2.00%	2.25%	2.96%	3.37%
Overall	2.45%	2.00%	2.00%	2.00%	2.99%	3.05%

Exhibit 3 – Actual 2012 Salary Range Increases* - Continued

Municipality and Not-for-Profit

Municipality: Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.20%	1.40%	1.83%	2.25%	2.63%	3.01%
Administration / Clerical	2.38%	1.40%	1.83%	2.25%	3.00%	3.12%
Professional / Technical	2.86%	1.30%	1.75%	2.25%	2.75%	3.00%
Overall	2.52%	1.40%	1.75%	2.00%	2.50%	3.10%

Municipality: Non-Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.22%	2.00%	2.00%	2.00%	2.69%	2.99%
Administration / Clerical	2.41%	2.00%	2.00%	2.13%	2.90%	3.04%
Professional / Technical	2.33%	2.00%	2.00%	2.00%	2.50%	2.96%
Management	2.39%	2.00%	2.00%	2.25%	2.90%	3.01%
Senior Management / Executive	2.37%	2.00%	2.00%	2.13%	2.79%	3.00%
Overall	2.42%	2.00%	2.00%	2.25%	2.90%	3.01%

Not-for-Profit: Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.63%	1.65%	1.88%	2.50%	3.04%	3.70%
Administration / Clerical	2.13%	1.15%	1.38%	1.75%	2.08%	3.40%
Professional / Technical	2.02%	1.20%	1.50%	1.60%	1.89%	3.20%
Overall	2.25%	1.25%	1.63%	2.00%	2.40%	3.50%

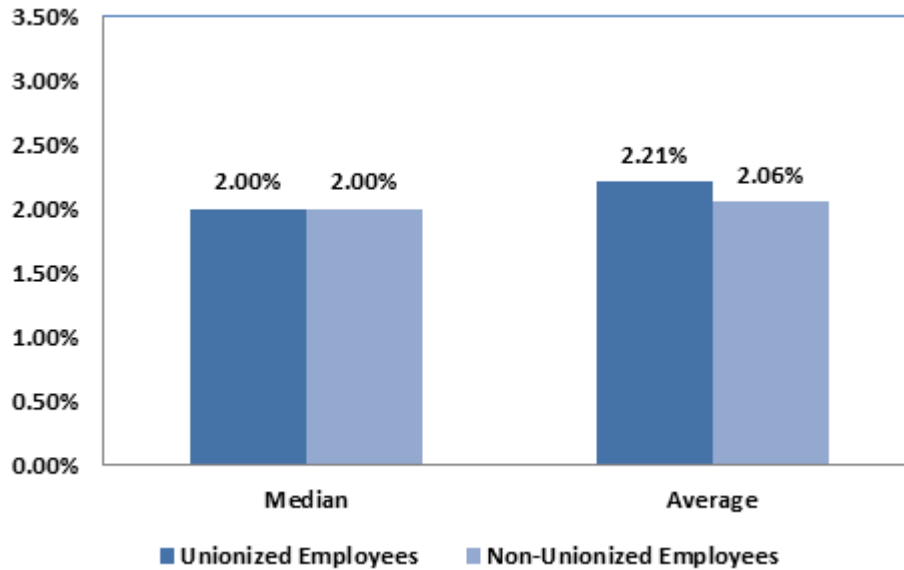
Not-for-Profit: Non-Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.40%	1.50%	2.00%	2.00%	2.96%	3.10%
Administration / Clerical	2.41%	1.55%	2.00%	2.00%	2.46%	3.90%
Professional / Technical	2.26%	1.50%	1.70%	2.00%	2.11%	3.10%
Management	2.23%	1.50%	1.88%	2.00%	2.46%	3.00%
Senior Management / Executive	2.60%	1.50%	1.88%	2.48%	3.00%	3.95%
Overall	2.39%	1.65%	2.00%	2.00%	2.80%	3.35%

*All calculations presented exclude zeros

Exhibit 4 – Planned 2013 Salary Range Increases*

All Organizations



All Organizations: Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	1.97%	1.00%	1.50%	2.00%	2.25%	2.75%
Administration / Clerical	2.20%	1.50%	1.88%	2.00%	2.50%	2.89%
Professional / Technical	2.50%	1.33%	1.50%	2.00%	2.31%	2.89%
Overall	2.21%	1.07%	1.50%	2.00%	2.15%	2.85%

All Organizations: Non-Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	1.94%	1.44%	1.75%	2.00%	2.00%	2.50%
Administration / Clerical	2.03%	1.16%	1.50%	2.00%	2.30%	2.59%
Professional / Technical	2.08%	1.50%	1.50%	2.00%	2.30%	2.82%
Management	2.15%	1.00%	1.50%	2.00%	2.30%	2.96%
Senior Management / Executive	2.07%	1.14%	1.50%	2.00%	2.50%	2.97%
Overall	2.06%	1.18%	1.50%	2.00%	2.45%	3.00%

Exhibit 4 – Planned 2013 Salary Range Increases* - Continued

Municipality and Not-for-Profit

Municipality: Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.04%	1.62%	1.95%	2.00%	2.23%	2.50%
Administration / Clerical	2.19%	1.50%	1.88%	2.00%	2.28%	2.75%
Professional / Technical	2.88%	1.50%	1.85%	2.00%	2.38%	2.80%
Overall	2.45%	1.35%	1.90%	2.00%	2.20%	2.70%

Municipality: Non-Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.07%	2.00%	2.00%	2.00%	2.15%	2.50%
Administration / Clerical	2.13%	1.50%	2.00%	2.00%	2.23%	2.50%
Professional / Technical	2.13%	1.50%	2.00%	2.00%	2.23%	2.50%
Management	2.18%	1.50%	2.00%	2.00%	2.30%	2.70%
Senior Management / Executive	2.22%	1.50%	2.00%	2.00%	2.50%	2.75%
Overall	2.19%	1.50%	2.00%	2.00%	2.50%	3.00%

Not-for-Profit: Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	1.59%	1.00%	1.00%	1.50%	1.50%	2.37%
Administration / Clerical	1.86%	1.15%	1.38%	1.75%	2.04%	2.67%
Professional / Technical	1.76%	1.25%	1.50%	1.55%	1.76%	2.48%
Overall	1.71%	1.00%	1.25%	1.50%	2.00%	2.38%

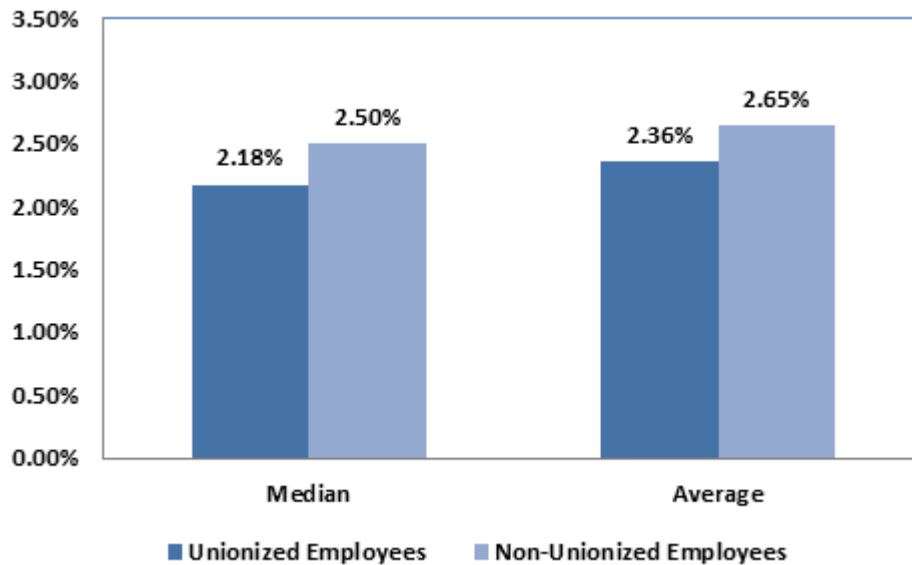
Not-for-Profit: Non-Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	1.85%	1.30%	1.50%	2.00%	2.00%	2.38%
Administration / Clerical	1.99%	1.00%	1.50%	2.00%	2.00%	3.16%
Professional / Technical	2.07%	1.35%	1.50%	1.80%	2.00%	3.27%
Management	2.31%	0.96%	1.00%	1.50%	2.00%	3.96%
Senior Management / Executive	1.99%	0.96%	1.50%	2.00%	2.31%	3.06%
Overall	2.00%	1.45%	1.50%	2.00%	2.00%	3.01%

*All calculations presented exclude zeros

Exhibit 5 – Actual 2012 Base Salary Increases*

All Organizations



All Organizations: Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.30%	1.53%	1.90%	2.10%	2.94%	3.00%
Administration / Clerical	2.47%	1.50%	1.79%	2.25%	3.00%	3.90%
Professional / Technical	2.38%	1.50%	1.90%	2.25%	3.00%	3.00%
Overall	2.36%	1.56%	1.86%	2.18%	3.00%	3.00%

All Organizations: Non-Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.64%	1.98%	2.00%	2.40%	2.99%	4.05%
Administration / Clerical	2.72%	2.00%	2.00%	2.30%	3.00%	4.00%
Professional / Technical	2.67%	2.00%	2.00%	2.50%	3.00%	3.66%
Management	2.71%	1.90%	2.00%	2.50%	3.00%	4.20%
Senior Management / Executive	2.83%	2.00%	2.00%	2.68%	3.05%	4.00%
Overall	2.65%	2.00%	2.00%	2.50%	3.00%	3.55%

Exhibit 5 – Actual 2012 Base Salary Increases* - Continued

Municipality and Not-for-Profit

Municipality: Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.21%	1.68%	1.90%	2.10%	2.63%	3.00%
Administration / Clerical	2.46%	1.59%	1.86%	2.25%	3.00%	3.00%
Professional / Technical	2.42%	1.80%	1.95%	2.38%	3.00%	3.00%
Overall	2.30%	1.73%	1.86%	2.18%	3.00%	3.00%

Municipality: Non-Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.64%	1.95%	2.00%	2.30%	3.00%	3.84%
Administration / Clerical	2.59%	2.00%	2.00%	2.25%	3.00%	3.50%
Professional / Technical	2.69%	2.00%	2.00%	2.40%	3.00%	3.66%
Management	2.66%	1.85%	2.00%	2.30%	3.00%	3.61%
Senior Management / Executive	2.75%	2.00%	2.00%	2.50%	3.00%	3.61%
Overall	2.75%	1.90%	2.00%	2.75%	3.00%	3.57%

Not-for-Profit: Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.69%	1.65%	1.88%	2.63%	3.28%	3.78%
Administration / Clerical	2.13%	1.15%	1.38%	1.75%	2.08%	3.40%
Professional / Technical	2.02%	1.20%	1.50%	1.60%	1.89%	3.20%
Overall	2.29%	1.25%	1.63%	2.00%	2.50%	3.63%

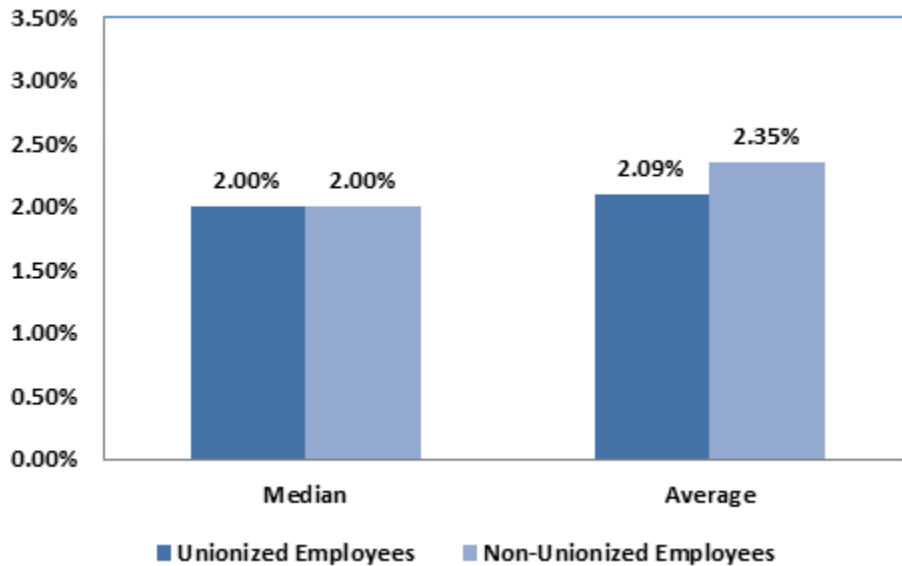
Not-for-Profit: Non-Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.63%	2.00%	2.00%	2.50%	2.78%	4.00%
Administration / Clerical	2.51%	2.00%	2.00%	2.00%	2.72%	3.40%
Professional / Technical	2.46%	1.88%	2.00%	2.25%	2.88%	3.13%
Management	2.59%	1.90%	2.00%	2.00%	2.96%	4.10%
Senior Management / Executive	2.89%	1.85%	2.00%	2.88%	3.11%	4.24%
Overall	2.45%	2.00%	2.00%	2.00%	2.70%	3.20%

*All calculations presented exclude zeros

Exhibit 6 - Planned 2013 Base Salary Increases*

All Organizations



All Organizations: Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.05%	1.48%	1.58%	2.00%	2.31%	3.00%
Administration / Clerical	2.40%	1.48%	1.63%	2.00%	3.00%	3.20%
Professional / Technical	2.20%	1.50%	1.58%	2.00%	2.96%	3.00%
Overall	2.09%	1.50%	1.90%	2.00%	2.43%	3.00%

All Organizations: Non-Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.23%	1.50%	1.50%	2.00%	2.50%	3.00%
Administration / Clerical	2.30%	1.50%	1.65%	2.00%	2.70%	3.00%
Professional / Technical	2.36%	1.50%	1.55%	2.00%	2.98%	3.00%
Management	2.37%	1.50%	1.54%	2.00%	2.99%	3.00%
Senior Management / Executive	2.49%	1.50%	1.58%	2.00%	3.00%	4.00%
Overall	2.35%	1.50%	1.68%	2.00%	2.99%	3.00%

Exhibit 6 - Planned 2013 Base Salary Increases* - Continued

Municipality and Not-for-Profit

Municipality: Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.12%	1.54%	1.90%	2.00%	2.38%	3.00%
Administration / Clerical	2.25%	1.36%	1.54%	1.95%	2.88%	3.00%
Professional / Technical	2.26%	1.50%	1.90%	2.20%	3.00%	3.00%
Overall	2.13%	1.62%	1.90%	2.00%	2.43%	3.00%

Municipality: Non-Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.40%	1.50%	1.88%	2.00%	2.63%	3.00%
Administration / Clerical	2.26%	1.50%	1.61%	2.00%	2.35%	3.00%
Professional / Technical	2.40%	1.50%	1.58%	2.00%	2.75%	3.60%
Management	2.48%	1.35%	1.54%	2.00%	3.00%	3.90%
Senior Management / Executive	2.56%	1.50%	1.74%	2.00%	3.00%	3.90%
Overall	2.50%	1.46%	1.61%	2.00%	3.00%	3.30%

Not-for-Profit: Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	1.84%	1.35%	1.50%	1.50%	1.86%	2.57%
Administration / Clerical	2.29%	1.70%	2.00%	2.00%	2.68%	2.98%
Professional / Technical	1.93%	1.50%	1.53%	1.80%	2.00%	2.48%
Overall	1.89%	1.40%	1.50%	2.00%	2.00%	2.38%

Not-for-Profit: Non-Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	1.99%	1.50%	1.50%	2.00%	2.00%	2.59%
Administration / Clerical	2.18%	1.50%	1.88%	2.00%	2.54%	3.00%
Professional / Technical	2.28%	1.50%	1.55%	2.00%	2.26%	3.00%
Management	2.20%	1.50%	1.75%	2.00%	2.50%	2.98%
Senior Management / Executive	2.38%	1.30%	1.50%	2.00%	2.57%	3.80%
Overall	2.14%	1.50%	1.75%	2.00%	2.00%	3.00%

*All calculations presented exclude zeros

Conclusion

Organizations continue to struggle with tight salary budgets in the face of slow, yet growing, economic recovery in Canada as planned salary increases are expected to be lower in 2013 than in the current year. Despite the end of the wage restraint act earlier in the year, new proposed legislation around compensation restraint in the broader public sector continues to play a role in salary planning as many public sector/not-for-profit organizations are taking a conservative outlook on projected budgets.

With almost one third of respondents reporting activity in the area of pay equity over the past year, it suggests that pay equity compliance continues to be an important aspect of total compensation management.

McDowall Associates wishes to thank you for your participation.